WASHINGTON STATE UNIVERSITY

Department of Capital Planning and Development

TRANSMITTAL RECORD

To: Roland Orr, Contracts Manager
General Administration - Engineering & Architectural Services
PO Box 41012
Olympia, WA 98504-1012

From: Gerald Schlatter, AIA

Date: August 31, 2007

Project: Public Body Certification - Design Build Alternative Project Delivery System

Subject: Application Package

☒ For Action ☐ Per Your Request ☐ Per Our Conversation ☐

☒ For Approval ☐ For Your Info/Use ☐ For Your Comments ☐

We are enclosing the following items:

1	Executed Application Form - Certification of Public Body
1	Exhibit A - Project Approval Flow Chart
1	Exhibit B - Personnel w/ Design-Build Experience
1	Exhibit C - Ten (10) Year Construction History

Remarks:

Submitted for review and action by the Project Review Committee of the Capital Projects Advisory Review Board at the next scheduled meeting of the PRC.

Electronic copy is being forwarded to Rorr@GA.WA.GOV

If there are any questions or additional information is needed, please feel free to contact Mike Leonas, Project Manager, WSU Capital Planning & Development at 509.335.5527 or mlleonas@wsu.edu.

Thank You

cc: M. Leonas, WSU-CPD

Gerald Schlatter

110 Commons Building, PO Box 643611, Pullman, WA 99164-3611
509-335-5571 Fax: 509-335-6875 www.cpd.wsu.edu

WASHINGTON STATE UNIVERSITY

World Class. Face to Face.

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

APPLICATION FOR CERTIFICATION of PUBLIC BODY

TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
AND/ OR
DESIGN-BUILD (D-B) ALTERNATIVE CONTRACTING PROCEDURES

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 3-11 should not exceed 15 pages (font size 11 or larger).

August 30, 2007

1. Identification of Applicant

Applicant:	Washington State University
Address:	110 Commons Building, PO Box 643611, Pullman, WA 99163-3611
Contact Person:	Gerald Schlatter, AIA
Title:	Associate Vice President
Phone Number:	509-335-5571
Fax:	509-335-6875
E-mail:	schlatt@wsu.edu

2. Type of Certification Being Sought

□ **GC/CM** **X D-B** □ **Both**

If your organization is seeking certification for both procedures, your responses to Questions 3, 4, 5, 6 and 8 must address your organization's activities with both. Otherwise your application will be considered incomplete.

3. **Experience and Qualifications for Determining Whether Projects Are Appropriate for the Alternative Contracting Procedure** *(House Bill 1506, Section 107(2)(a).) Limit response to two pages or less. (See attached example of a public body's internal project approval flow chart)*

Please submit a process chart or list showing: (1) The steps your organization takes to determine that use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project.

RESPONSE:

The written evaluation to determine utilization of the design-build project delivery method for a Washington State University capital project for which the total project cost is over ten million dollars will always include specific detailed response to the following criteria identified in Part 2 – Design-Build – Section 201 - Second Substitute House Bill 1506 (2SHB 1506):

(1) The design and construction activities, technologies, or schedule to be used are highly specialized and a design-build approach is critical in developing the construction methodology or implementing the proposed technology.
(2) The project design is repetitive in nature and is an incidental part of the installation or construction.
(3) Regular interaction with and feedback from facilities users and operators during design is not critical to an effective design.

The written evaluation and recommendation by the WSU Capital Planning and Development Project Manager will be reviewed by the WSU Capital Planning and Development Executive Director and the Director of Construction Services. Following their joint written approval of the evaluation and recommendation, a review will be scheduled with the Associate Vice President for Capital Planning and Development for a final review and approval.

A specific criteria evaluation process has been successfully implemented on all GCCM projects with no significant problems. The University plans to utilize the same process for all future Design-Build projects.

Please see Exhibit A: Project Approval Flow Chart

4. **Project Delivery Knowledge and Experience** *(House Bill 1506, Section 107(2)(b)(i).) Limit response to two pages or less.*

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, and project controls utilized.

RESPONSE:

Over the past ten years, Washington State University has a proven track record of designing and constructing quality projects utilizing both the traditional Design-Bid-Build project delivery method as well as the alternative General Contractor/Construction Manager and Design-Build methods. WSU is one of the public agencies originally authorized to utilize alternative contracting procedures. Since 1997, WSU Capital Planning and Development has delivered nearly fifty projects, including 17 projects utilizing alternative project delivery methods, with a total construction value in excess of $380 million.

The Capital Planning and Development department, under the leadership of Gerald R. Schlatter, AIA, has consistently delivered high quality projects that meet functional needs while consistently meeting the demands of both schedule and budget. As outlined in Exhibit B, the management and staff of the department include professional architects and engineers with significant experience managing public works projects.

Washington State University has managed the design and construction of technically complex projects ranging from agricultural and biomedical research laboratories to new energy plants and athletic facilities. The staff and management of WSU Capital Planning and Development have successfully balanced the demands of these complex projects.

Over the past several years, Washington State University has continued to refine procedures, contracts, and agreements to specifically address the alternative contracting methods. These refined processes establish a strong framework that promotes partnerships throughout the design and construction of quality facilities and infrastructure.

Capital Planning and Development is structured so that the Associate Vice President, Executive Director, and Director of Construction Services are integrated into the planning, design, and execution of each and every project. In addition to weekly manager meetings, bi-weekly staff meetings are held where ideas and knowledge are shared within the department. Over the past ten years, WSU has also implemented "Lessons Learned" staff meetings where issues are discussed and the positive results of open communication are realized. Quarterly Project Manager Review Meetings have also been a consistent avenue for PM's to share the details of their projects with management of the department. WSU has also developed a strong quality control program that includes detailed reviews at each phase of a project.

In addition to these internal reviews, WSU consistently implements value-added strategies into each project including constructability reviews, VE studies and peer reviews. WSU has also recruited an in-house code specialist that works with the WSU Fire Marshall and CPD staff to confirm that life-safety issues remain the highest priority.

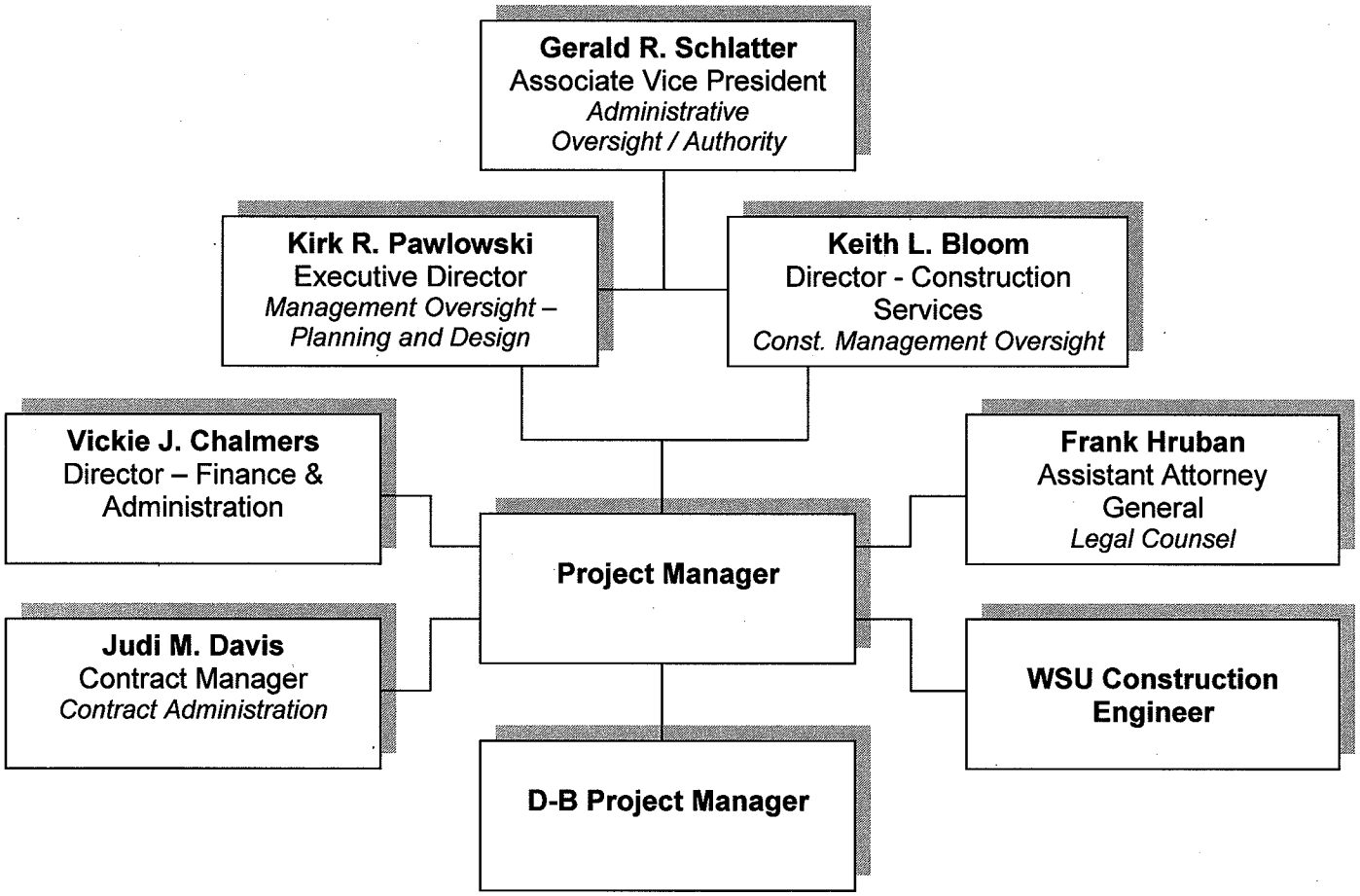
5. **Personnel with Construction Experience Using the Contracting Procedure** *(House Bill 1506, Section 107(2)(b)(ii).) Limit response to two pages or less. (See attached sample to display personnel experience)*

Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience (for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task). Only identify those personnel that you reasonably expect will be with your organization over the next three years.

RESPONSE:
Please see Exhibit B: Personnel with Design-Build Project Experience

6. Management Plan and Rationale for Alternative Contracting Projects *(House Bill 1506, Section 107(2)(b)(iii).) Limit response to one page or less. (See attached example of a management plan and rationale for using an alternative contracting procedure.)*

Please provide your typical management plan or protocol that you would use to manage a GGCM or DB project. Your plan should address the typical roles, types of positions with specific responsibilities and also list any advisory or oversight roles (by expertise).



Experience, Roles, Responsibilities

Associate Vice President: Administrative Oversight and Final Project Authority
Campus Architect and Campus Planner

Executive Director: Management Oversight of Planning and Design
Resource for Project Managers

Director – Construction Services: Management and Oversight of Construction Activities

Project Manager: Project Lead and Point of Contact for all project-related issues and activities
Responsible for Project schedule, budget, program, design, documentation

Director – Finance & Administration: Oversight of funding and budget; Project Liaison with OFM

Contract Manager: Administers all A/E and GC, GCCM, and DB proposals and contracts

Legal Counsel: Review of all legal documents and contracts

Construction Engineer: On-site observation of all construction-related activities

7. **Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures** *(House Bill 1506, Section 107(2)(b)(iv).) Limit responses to two pages or less. (See attached example table of how to display construction history.)*

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least $5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (design-bid-build, GC/CM, or design-build)
- Lead Design Firm (including current contact information)
- General Contractor, GC/CM, or Design/Builder (including current contact information)
- Planned construction start at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)

**If the public body has fewer than twenty-five (25) applicable projects, it may list projects under $5 million if they believe them to be relevant.*
***If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

RESPONSE:
Please see Exhibit C: Management of Public Works Projects

8. **Demonstrated Success in Managing at Least One Project Using the Contracting Procedure Within the Last Five Years** *(House Bill 1506, Section 107(2)(b)(v).)(Limit response to one page or less.)*

In addition to the information provided in response to Question 7 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- o Appropriateness of the alternative contracting method used for the project(s).
- o Lessons learned from your experience.

RESPONSE:

The use or appropriateness of utilizing the Design-Build project delivery method is outlined in 2SHB 1506. In addition to these criteria, Washington State University has also considered the following local and campus issues when considering the delivery method:

1.) Constraints of working within an occupied campus environment
2.) Weather-related scheduling issues
3.) Soil concerns and/or unforeseen conditions
4.) Sensitive research and/or materials within the structure
5.) Need for specialty trades
6.) Critical occupancy dates

Some of the lessons learned include the following:

1.) Need for quality control during design and construction
2.) A well defined scope document outlining the specific design criteria and performance requirements is critical to the success of the project
3.) Consistent review of the design during the D-B cost proposal preparation phase to verify completeness and coordination and to help ensure that the cost proposal is based on a sufficient level of design.
4.) Promote clear communication between all parties
5.) Forecasting of economic and workforce conditions which may impact budget and/or schedule

A few of the advantages of the Design-Build experience include the following:

1.) An environment of teamwork and partnering can be established very early in the process which provides an atmosphere of trust
2.) An open exchange of ideas has proven beneficial to all parties and results in a higher-quality project
3.) The design intent, criteria, and performance requirements are clearly understood
4.) All parties understand the logistics of construction during the proposal preparation process resulting in a more diligent and thoughtful approach
5.) The team can more easily evaluate all potential impacts of a decision
6.) Open dialog amongst all parties regarding budget, contingencies, and schedule

9. Ability To Properly Manage the Public Body's Capital Facilities Plan *(House Bill 1506, Section 107(2)(b)(vi).)(Limit response to one page or less.)*

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that's been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

RESPONSE:

Capital Planning and Development works closely with the University Budget Office in the planning and coordination of all major capital project requests and prioritization.

Capital Planning and Development is structured so that the Associate Vice President, Executive Director, Director of Construction Services, and Director of Finance and Administration all play key roles during the planning and development of project scope, schedules, and budgets.

Project planning, including budget preparation, is initially prepared within the Capital Planning and Development department. As a first step, a Project Manager is assigned to work with a College or Department to gain an understanding of the needs and scope of the project. Subsequently, the Project Manager and Director of Finance and Administration work together to prepare the first C-100 outlining the scope, budget, and schedule. This information is routed through the department's management group and then refined, before being forwarded by the Associate Vice President to the University Administration for review and prioritization.

10. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington
(House Bill 1506, Section 107(2)(b)(vii).))Limit response to one page or less.)

Please provide any information not presented in your answers to Questions 3-9 further demonstrating your organization's ability to meet the requirements of this chapter.

RESPONSE:
Washington State University is proud of its history of delivering technically complex and challenging projects over the past ten years. In addition to the strong leadership and seasoned experience of the department's management, the Capital Planning and Development staff is mostly made up of licensed professionals. Over the past ten years, WSU has successfully recruited architects, mechanical engineers, electrical engineers, structural engineers, and code specialists. This internal expertise has proven to be of significant value to both the University and Washington State.

11. Resolution of Audit Findings on Previous Public Works Projects (House Bill 1506, Section 107(2)(c).) (Limit response one page or less.)

If your organization had audit findings on <u>any</u> project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

<u>RESPONSE:</u>
Washington State University has been audited several times by the Washington State Auditor's Office. Consistently there have been no findings.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

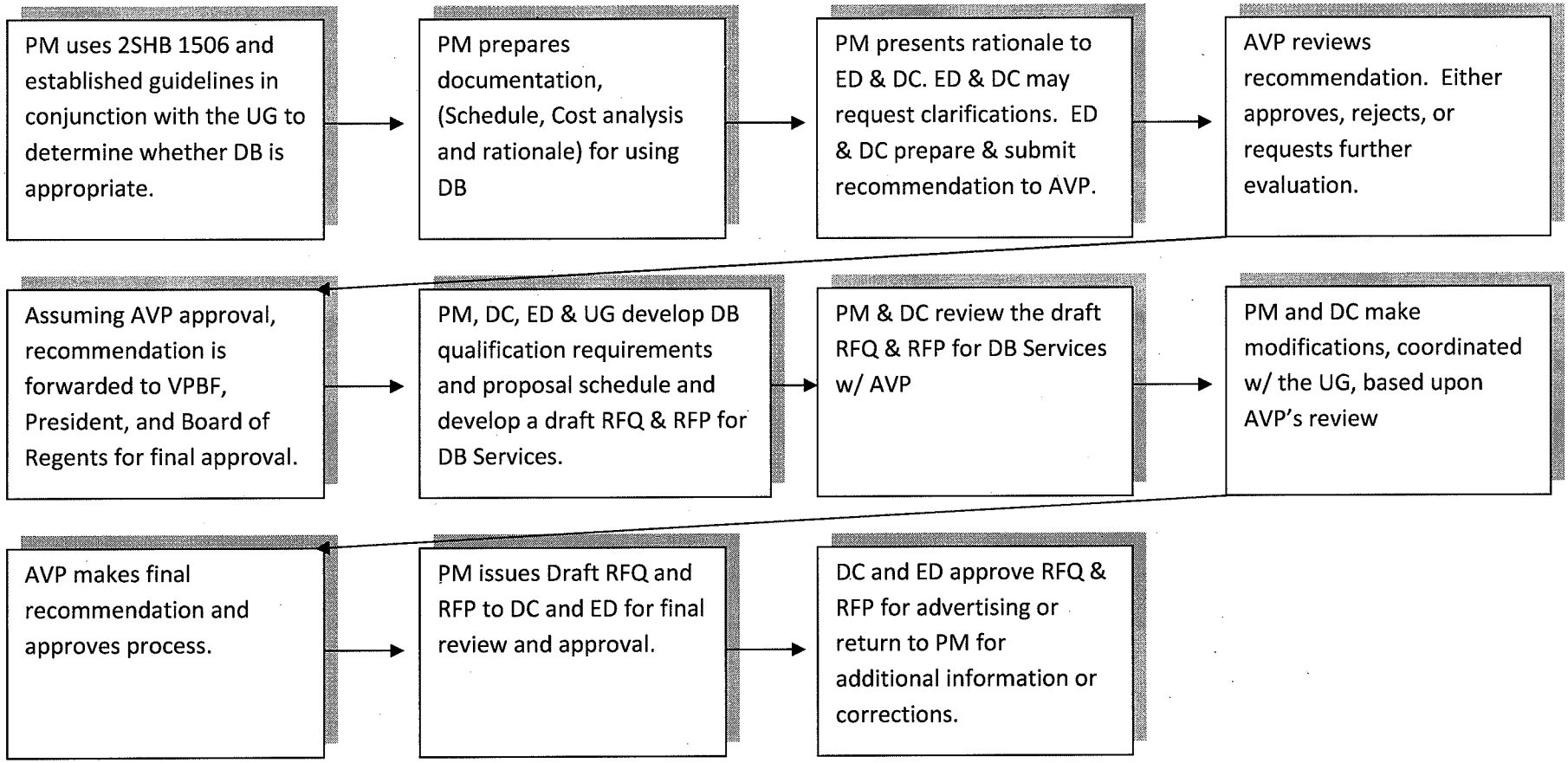
Should the PRC approve your request for certification, you also agree to notify CPARB when your organization approves the construction of a project using the alternative contracting procedure(s) for which you are certified; and to participate in brief, state-sponsored surveys at the start and completion of each of these construction projects. You understand that this information will be used in a study by the state to evaluate the effectiveness of the alternative contracting procedure(s).

Name (please print): Gerald R. Schlatter, AIA

Title: Associate Vice President

Date: August 30, 2007

EXHIBIT A: Project Approval Flow Chart
Design-Build (DB) Alternative Project Delivery Method
Washington State University – Capital Planning and Development



Key:

VPBF – Vice President of Business & Finance

AVP – Associate Vice President

ED – Executive Director

DC – Director of Construction Services

PM – Project Manager

UG – User Group

EXHIBIT B: Personnel with Design-Build Construction Experience

Name	Summary of Experience	Project Names	Project Size	Project Type	Role during Project Phases: Planning	Design	Construction	Role Start	Role Finish
1 Gerald R. Schlatter, AIA	Associate Vice President 47 years experience	Office Complex Development Maui, HI	$2.0 M	DB	PM	PM	PM	1988	1989
		Subdivision Development (240 Units) Maui, HI	$3.0 M	DB	PM	PM	PM	1987	1989
		Residential Development Maui, HI	$2.0 M	DB	PM	PM	PM	1986	1989
		Distribution Center Federal Way, WA	$3.0 M	DB	PM	PM	PM	1981	1982
		Planned Unit Development Kirkland, WA	$3.0 M	DB	PM	PM	PM	1980	1982
		Multi- Family Housing Devlop. Bellevue, WA	$2.0 M	DB	PM	PM	PM	1979	1980
		Resid. Subdivision Development Bellevue, WA	$2.0 M	DB	PM	PM	PM	1979	1980
		Condominum Development Bellevue, WA	$2.0 M	DB	PM	PM	PM	1979	1980
		Residential Subdivision Develop. Redmond, WA	$2.5 M	DB	PM	PM	PM	1980	1982
		Commericial Retail Center, Redmond, WA	$5.0 M	DB	PM	PM	PM	1980	1981
2 Kirk R. Pawlowski, AIA, LEED ® AP	Executive Director 32 years experience	Kaiser Permanente Regional Laboratory	$12.4M	DB	AE			1995	1996
		State of Oregon Portland Office Building	$30.0M	DB	PM	PM	PM	1990	1992
		OHSU Patient Parking Structure	$8.0M	DB	PM	PM		1987	1989
		OHSU University Office Building	$3.2M	DB	PM	PM	PM	1987	1989
		EXPO 86 World Exposition-Oregon State Exhibit	$6.2M	DB	AE	AE	AE	1985	1986
3 Keith L. Bloom, LEED ® AP	Director - Construction Services 32 years experience	Post Family Housing (708 Units) Ft Drum, NY	$48.0M	DB	QCM	QCM	QCM	1988	1990
		Post Family Housing (208 Units) Aberdeen, MD	$24.0M	DB	QCM	QCM	QCM	1986	1988
		Post Family Housing (50 Units) Forsyth, MT	$5.0M	DB	QCM	QCM	QCM	1984	1985
4 Norm P. Yandt, RA, LEED ® AP	Project Manager 32 years experience	Univ. of Idaho Living Learning Community	$30.0 M	DB	PM	PM	PM	2002	2004
5 Bruce B . Thompson, RA, LEED ® AP	Director - Spokane 35 years experience	Residential Substance Treatment Facility - MO	$5.0M	DB	AE	AE	AE	1978	1980
10 Michael L. Leonas, PE	Project Manager 26 years experience	Maintenance Facility - Ft. Gordon, GA	$6.0M	DB	AE	AE	AE	1995	1997
		F-16 Maintenance Hanger - McIntyre AGB, SC	$15.0M	DB	AE	AE	AE	1997	1999
		Regional Postal Center-Dekalb Co., GA	$1.5M	DB	AE	PM	PM	1999	2000

KEY	
AE	Architect/Enginner
PM	Project Manager
QCM	Quality Control Manager

EXHIBIT C: Management of Public Works Projects

Washington State University - Construction History (10 years, Maximum of 25 Projects)

All Projects Located at the Pullman Campus Unless Noted Otherwise

Project #	Project Name	Project Description	Total Project Cost	Contracting Method	Lead Design Firm	General Contractor or GC/CM	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Construction Budget	Actual Budget	Reason for Budget or Schedule overrun
1	Biotechnology/Life Sciences Facility (REC2)	128,000 GSF Higher Education Facility Research/Teaching Lab	$ 72,650,000	GCCM	LMN Architects	Lydig Construction	May-06	May-09	Jul-06	N/A	$ 45,949,820	N/A	
2	Compton Union Building Renovation	230,000 GSF Higher Education Facility Student Union	$ 86,000,000	GCCM	Integrus Architecture	Hoffman Construction	May-06	Aug-08	May-06	N/A	$ 51,000,000	N/A	
3	WSU Nursing Center - Spokane	85,000 GSF Higher Education Facility Research/Teaching Lab	$ 34,600,000	GCCM	Integrus Architecture	Graham Construction	Oct-05	Oct-07	Oct-06	N/A	$ 25,271,000	N/A	Program Revisions
4	Bioproducts Science and Engineering Lab - Tri-Cities	57,000 GSF Higher Education Facility Research/Teaching Lab	$ 24,750,000	GCCM	SRG Partnership	Bouten Construction	Mar-06	Sep-07	Apr-06	N/A	$ 17,776,678	N/A	Availability of Funding
5	Martin Stadium Renovation	Higher Education Facility Athletic Facility	$ 24,000,000	GCCM	Madsen Mitchell Evenson & Conrad	Graham Construction	Dec-06	Sep-08	Dec-06	N/A	$ 17,000,000	N/A	
6	Student Services Facility - Vancouver	18,000 GSF Higher Education Facility Student Service	$ 14,626,000	GCCM	ZGF Architects	Hoffman Construction	Mar-06	Mar-07	Feb-04	Jul-07	$ 8,723,539	$ 8,723,539	
7	Rotunda Dining Hall Renovation	30,000 GSF Higher Education Facility Dining Hall Renovation	$ 10,200,000	DBB	URS Corporation	Lydig Construction	May-06	Apr-07	Jan-07	N/A	$ 6,985,000	N/A	
8	Golf Course Expansion	18 hole Golf Course Expansion	$ 8,400,000	DBB	John Harbottle Design	Oliphant Golf Construction	Jun-06	May-08	Jun-06	N/A	$ 6,500,000	N/A	
9	Regents Dining Hall Renovation	19,000 GSF Higher Education Facility Dining Hall Renovation	$ 8,200,000	DBB	URS Corporation	Lydig Construction	Aug-04	Jul-05	Aug-04	Aug-05	$ 5,800,000	$ 5,650,102	
10	Multimedia Classroom Building - Vancouver	49,200 GSF Higher Education Facility Research/Teaching Lab	$ 17,500,000	GCCM	ZGF Architects	Baugh Construction	Jun-01	Jan-03	Jun-01	Jan-03	$ 12,265,729	$ 12,224,155	
11	Academic Center - Spokane	106,000 GSF Higher Education Facility General University Classroom	$ 33,900,000	GCCM	NAC Architecture	Graham Construction	Jun-04	Sep-06	Jun-04	N/A	$ 20,251,024	N/A	
12	Education Addition	27,700 GSF Higher Education Facility General University Classroom	$ 12,700,000	DBB	Thomas Hacker Architects	Graham Construction	May-04	Apr-05	May-04	May-05	$ 6,528,101	$ 7,285,202	Additional Project Scope
13	Plant Biosciences Building (REC1)	92,380 GSF Higher Education Facility Research/Teaching Lab	$ 39,000,000	GCCM	ZGF Partnership	Skanska Construction (Baugh)	Jul-03	Apr-05	Jul-03	May-05	$ 28,417,669	$ 28,538,226	Final MACC Negotiation
14	Steam Plant Redevelopment Project	26,000 GSF Higher Education Facility Operational Support	$ 41,000,000	GCCM	Harris Group / Wood-Harbinger	Hoffman Construction	Apr-03	Oct-03	Apr-03	Oct-03	$ 33,341,000	$ 31,981,717	
15	School of Communication Addition	26,000 GSF Higher Education Facility Research/Teaching Lab	$ 11,713,000	GCCM	NAC Architecutre	Baugh Construction	Oct-02	Nov-03	Oct-02	Nov-03	$ 7,828,130	$ 7,500,656	
16	Health Sciences Building - Spokane	145,000 GSF Higher Education Facility Research/Teaching Lab	$ 39,000,000	GCCM	Integrus Architecture	Shea-Graham Construction	Sep-99	Aug-01	Sep-99	Sep-01	$ 26,562,463	$ 25,610,195	
17	Shock Physics Building	33,330 GSF Higher Education Facility Research/Teaching Lab	$ 12,665,000	DBB	Miller Hull Partnership	Lydig Construction	Sep-02	Feb-03	Sep-02	Feb-03	$ 8,920,500	$ 9,786,459	Additional work and unforeseen conditions
18	Smith Center for Undergraduate Education (Teaching & Learning Center)	95,000 GSF Higher Education Facility Multipurpose Building	$ 40,600,000	GCCM	YGH Architecture	Lydig Construction	Jul-99	Aug-01	Jul-99	Oct-01	$ 24,275,224	$ 24,275,224	Added Scope
19	Engineering Life Sciences Building - Vancouver	60,000 GSF Higher Education Facility Research/Teaching Lab	$ 29,900,000	GCCM	ZGF Architects	Baugh Construction	Oct-99	Jul-01	Jul-97	Dec-00	$ 19,183,789	$ 17,670,705	

EXHIBIT C: Management of Public Works Projects

20	Student Recreation Center	165,513 GSF Higher Education Facility Athletic Facility	$ 39,000,000	GCCM	YGH Architecture	Gilbane Building Co.	Mar-99	Dec-00	Jul-97	Jan-01	$ 29,930,293	$ 30,069,170	Contractor Performance
21	Bohler Gym Addition	127,000 GSF Higher Education Facility Athletic Facility	$ 20,663,465	DBB	Sasaki Associates	Garco Construction	Oct-98	Jul-00	Oct-98	Nov-00	$ 16,815,920	$ 16,801,286	Unforeseen site conditions
22	White Hall Renovation (Honors Hall)	57,700 GSF Higher Education Facility Multipurpose	$ 15,300,000	GCCM	Kovalenko Hale	Baugh Construction	Jun-00	Jul-01	Jun-00	Jul-01	$ 10,706,389	$ 10,321,726	
23	McCroskey Hall Renovation	30,832 GSF Higher Education Facility Multipurpose	$ 5,000,000	DBB	Kovalenko Hale	Garco Construction	Dec-00	Dec-00	Dec-00	Jan-01	$ 3,838,200	$ 3,482,538	
24	Kimbrough Hall Addition/Remodel	47,825 GSF Higher Education Facility Classroom Building	$ 11,733,000	DBB	Thompson Vaivoda	Shea Construction	May-98	Dec-99	May-98	May-00	$ 8,760,500	$ 8,843,360	Contractor Performance
25	Mount Vernon Ag Research and Technology Building	19,000 GSF Higher Education Facility Research/Teaching Lab	$ 8,000,000	DBB	ARC Architects	Impero Contracting	May-05	Sep-06	Aug-05	Feb-07	$ 6,346,000	$ 6,489,000	